President's High Growth Job Training Initiative

HOSPITALITY INDUSTRY

Identifying and Addressing Workforce Challenges

March 2006

U.S. Department of Labor
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Prepared by DTI Associates, Inc., a Haverstick Company, and submitted to the U. S. Department of Labor, Employment and Training Administration.

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Preface

The following report, prepared by the U.S. Department of Labor (DOL), Employment and Training Administration (ETA), details the activities of the High Growth Job Training Initiative in the hospitality industry. It provides an overview of the hospitality industry, outlines the High Growth Initiative in the hospitality industry, examines the workforce challenges facing the industry, and discusses possible solutions to address the industry's challenges.

Each year, the Federal Government invests over $15 billion in the public workforce investment system to provide employment and training services across the United States. ETA is implementing the High Growth Initiative, which is designed to demonstrate the power of a demand-driven workforce system that tailors local workforce investment activities to reflect the workforce needs of local employers. Recognizing the inextricable ties between workforce development and economic development, ETA promotes partnerships among community colleges and other educational institutions, private industry, and workforce and economic development entities. The goal of this initiative have been to document the workforce development challenges and priorities of the demand side of the economy, and to propose innovative solutions that may fill gaps in the education and training capacity of the targeted industries and help ensure the supply of qualified workers to these high growth/high-wage sectors. The High Growth Initiative demonstrates this approach in 14 high growth industries.

The hospitality industry was selected for the High Growth Initiative in large part because it is projected to add more than 1.6 million new jobs to the economy between 2002 and 2012. In addition to this projected growth, the hospitality industry is a key entry point into the labor force because it provides first jobs for many youth. In 2002, 22 percent of workers in food services were ages 16-19, which is nearly five times the percentage in other industries.[1] According to the National Restaurant Association, 42 percent of all Americans have worked in restaurants at some time in their lives.[2] Many workers learn basic foundational skills, such as punctuality and responsibility, from their early work experiences in the hospitality industry.

The hospitality industry provides job seekers with a variety of career opportunities. Growth is projected for occupations throughout the industry, from restaurant cooks to hotel desk clerks. These positions have varying education and training requirements, ranging from short term on-the-job training to associate or bachelor's degree programs. Further, hospitality is truly a national industry, with job opportunities available throughout the country anywhere Americans live and work.

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[1] U.S. Department of Labor, Bureau of Labor Statistics, *Career Guide to Industries,* http://www.bls.gov/oco/cg/cgs023.htm.
[2] National Restaurant Association, *2004 Restaurant Industry Forecast*, 2004.

The hospitality industry has demonstrated a strong commitment to workforce development and the industry's stakeholders have already developed a wide array of innovative solutions to address its workforce challenges. Solutions range from flexible, on-demand training delivered via e-learning networks to incentive and reward programs for employee retention.[3] ETA recognizes and commends this commitment, and the High Growth Initiative is working collaboratively with the industry to expand its workforce development efforts.

As this report details, the hospitality industry faces a number of pressing workforce development challenges, including boosting its image and recruiting and retaining entry-level and advanced workers as they move along career pathways. This report is a review of ETA's work with the hospitality industry under the High Growth Initiative. It is intended, in part, to provide employers, educators, the workforce investment system, policymakers, and funding sources with an overview of the most critical workforce challenges facing the industry and to identify some of the preliminary solutions to be developed through the partnership of private industry, the public workforce system, and education.

To those who gave generously of their time, effort, and other resources for this work, thank you for your thoughtful contributions. To those reading about this Initiative for the first time, ETA looks forward to your input in building a system to train a world-class hospitality workforce for our country.

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[3] National Restaurant Association Educational Foundation and Coca-Cola North America, *Winning Workforce Ideas 2004*.

Executive Summary

Growth Projections for the Hospitality Industry

The leisure and hospitality industry is comprised of the arts, entertainment, and leisure sector, and the accommodation and food services sector; this report focuses on the latter. As a component of the U.S. Gross Domestic Product (GDP), accommodation and food services represented 2.6% percent of the GDP in 2004 or $308.1 billion.[4] In terms of employment, the hospitality industry is projected to add more than 1.6 million new jobs to the economy between 2002 and 2012, an increase of 16%.

Education and Training in the Hospitality Industry

Many entry-level positions in hospitality, such as servers or front desk clerks, require little or no formal education or previous training. Formal training or prior experience for managers is more common and completion of postsecondary training is increasingly important for advancement in the hospitality industry. Formal culinary training for chefs and cooks is available through a wide variety of sources: independent cooking schools or academies, junior and community colleges, trade and vocational schools, and 4-year colleges and universities. Promotion opportunities in accommodation and food services vary by occupation and the size of individual establishments. A number of industry associations offer professional certifications or apprenticeships in hospitality occupations that are approved by the National Skills Standards Board. In addition to on-the-job training, certification, apprenticeship, and academic programs, the industry has implemented an array of innovative strategies to address its workforce challenges.

The High Growth Job Training Initiative

The High Growth Job Training Initiative is designed to provide national leadership for a demand-driven workforce system that ensures no worker is left behind. Through the High Growth Initiative ETA identifies high growth/high demand industries such as hospitality, works with industry leaders to determine their key workforce challenges, and invests in demonstration projects that help ensure individuals gain the skills that they need to get good jobs with good wages in rapidly expanding or transforming industries. The foundation of this initiative is cultivating partnerships among the publicly funded workforce investment system, business and industry representatives, and education and training providers, such as community colleges. The purpose of these partnerships is to develop innovative solutions or replicate effective models that address a targeted industry's workforce challenges.

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[4] U.S. Department of Commerce, Bureau of Economic Analysis, *Gross Domestic Product by Industry*, http://www.bea.gov/bea/dn2/gdpbyind_data.htm.

Why Hospitality Was Targeted Through the High Growth Job Training Initiative

Hospitality was one of the industries targeted through the High Growth Initiative in large part because of its projected growth and its critical role in the service economy. As long as Americans eat in restaurants and travel domestically for business or pleasure, the hospitality industry will rely on a strong and dependable workforce. The accommodation and food services sector is popular among first-time job seekers and provides part-time employment and alternative work schedules. It offers excellent opportunities for individuals with varied skills and educational backgrounds in a range of occupations including front desk clerks, skilled chefs, and managers..

How Workforce Challenges and Solutions Were Identified

The High Growth Initiative is a three-phase process utilized to identify the workforce challenges of the hospitality industry, as well as potential solutions. During the first phase, an environmental scan of the industry was conducted to provide a baseline for assessing the industry's workforce needs. ETA Assistant Secretary Emily Stover DeRocco convened two Executive Forums with leaders in the hospitality industry to learn more about the industry's workforce challenges. Industry leaders informed ETA that hospitality is experiencing workforce challenges in three broad areas. First, the image of the industry is often perceived as unappealing among key demographic groups, including youth, parents, educators, and guidance counselors. Second, the industry faces recruitment and retention challenges, including recruiting youth and individuals in non-traditional labor pools, as well as high turnover in the workforce. Finally, employers identified a few challenges in the training arena. Workers lack critical skill sets including "soft skills" and English language skills, and training models and skills certifications lack consistency and standardization across the industry.

ETA then hosted a Hospitality Industry Workforce Solutions Forum where over 50 industry leaders identified 229 potential solutions to the industry's workforce challenges.[5] The three key challenge areas and some solutions identified were:

1. Image and Outreach
During the Executive Forums, industry leaders expressed serious concern about the negative image impacting employment in the hospitality industry including the perception of the industry's low wage, dead end jobs. The image of the industry is negative among several demographic groups, including youth, parents, educators, and guidance counselors. These target groups need exposure to the range of career opportunities that exist in the industry.

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[5] See Appendix C for the complete list.

Potential solutions for addressing this challenge include launching a national media campaign to improve the image of the industry and changing the organizational culture inside companies through job rotations and continual learning to counter the negative messages coming from within the industry itself.

2. Recruitment and Retention
During the Executive Forums, industry leaders noted a current and projected shortage of essential workers. As the percentage of youth in the workforce has declined, the hospitality industry has sought new sources of labor, such as immigrants and older workers, in order to avoid facing an insufficient supply of workers to satisfy demand. Industry stakeholders also report that the hospitality industry has difficulty retaining workers because of misperceptions about the industry and insufficient work supports such as a lack of employer-provided childcare for parents working night shifts.

Attendees generated potential solutions to recruit youth and untapped labor pools, such as internships and mentoring for youth, and partnering with older adult organizations to tap into this population. They also developed solutions to reduce turnover, including programs to provide child and eldercare and private transportation for employees on second and third shifts.

3. Training and Skill Needs
Industry leaders reported that in addition to job-specific skills, the hospitality industry has difficulty finding entry-level workers who possess basic "soft skills," which are a prerequisite for success in a customer service-oriented field. Also, the hospitality industry as a whole lacks consistent training models and portable credentials that are recognized industry-wide. English proficiency is another training challenge for many employers in the hospitality industry.

Attendees identified a range of potential solutions for helping entry-level and incumbent workers develop their skills, such as implementing soft skills training in high schools and integrating English language skill development into occupational skills training. They also brainstormed ideas to make training more consistent across the industry.

Next Steps

ETA supports comprehensive business, education, and workforce development partnerships to develop innovative approaches or replicable models that improve the ability of a demand-driven workforce system to serve the workforce needs of business while also helping workers find good jobs with good wages and promising career pathways. Grants awarded under the High Growth Initiative are used by these partnerships to implement unique, industry-driven skills training, certification, and career ladder development programs that support identified hospitality workforce and economic development needs.

Based on the challenges identified by the hospitality industry and highlighted in this report, DOL has made a series of investments totaling more than $4 million to address workforce needs in the areas of image and outreach; recruitment and retention; and training and skill needs.

ETA is committed to identifying employer-driven models through the High Growth Initiative and sharing them with the public workforce system. Sharing these models and resources will enable industry stakeholders around the country to develop effective partnerships that simultaneously help the hospitality industry address its key workforce challenges and help prepare workers to enter a high growth industry that is vital to the economy.

Introduction

The results from the U.S. Department of Labor (USDOL) Employment and Training Administration's (ETA) High Growth Job Training Initiative confirm that workforce development is not separate from economic development and that employment, education, and economic development professionals must work together to solve the workforce challenges of the 21st century economy.

The challenges facing the hospitality industry stem in part from the demographic trends occurring in America's workforce. It is useful to understand these national workforce shifts, as they provide a context for the industry's specific workforce challenges. For decades, the United States has seen a marked increase in both the size and educational level of the labor force; as a result, the country has experienced strong economic growth. The depth and breadth of the labor pool has been driven by the large numbers of baby boomers, women, and immigrants entering the workforce, as well as a substantial increase in the number of college-educated workers. The current reality is that such growth in new and educated native-born workers has ended. From 1960 to 2002, the proportion of foreign-born workers in the labor force increased from 1/17 to 1/8.[6] At the same time, the numbers of youth entering the workforce are declining and the percentage of the workforce with college degrees is expected to grow very slowly.[7]

The hospitality industry faces a host of pressing workforce challenges because of these demographic swings. For example, the high numbers of foreign-born workers in the hospitality industry makes language barriers a key challenge for the industry. Between 2000 and 2004, hospitality and service industries absorbed twenty-five percent of new immigrants, or approximately 1.8 million people.[8] In response to this influx, the hospitality industry is placing more emphasis on integrating language instruction into its training strategies. The declining youth workforce is also impacting the hospitality industry, which historically relied heavily on youth for part-time and seasonal labor. In response to the decline in the number of college graduates, the hospitality industry will be in stiff competition with other industries to fill managerial positions currently filled by college graduates or will be required to search for individuals with strong foundational skills who can be effectively and efficiently trained to move into higher-level positions. This decline in college-educated workers will have little effect on the industry's entry-level workforce, which utilizes on-the-job training to develop job-specific skills.

Despite the above statistics, the picture is not entirely bleak. The changing demographics of the workforce also create new opportunities for employers to be strategic in their workforce development efforts. The High Growth Initiative promotes a demand-driven approach to solving workforce issues, working with industry leaders to

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[6] U.S. Department of Labor, Bureau of Labor Statistics, "The Role of Foreign-Born Workers in the U.S. Economy," *Monthly Labor Review*, May 2002.
[7] D.T. Ellwood, "The Spluttering Labor Force of the 21st Century. Can Social Policy Help?" *National Bureau of Economic Research*, June 2001.
[8] Andrew Sum, et al, "Foreign Immigration and the Labor Force of the U.S.: The Contributions of New Foreign Immigration to the Growth of the Nation's Labor Force and Its Employed Population, 2000 to 2004," July 2004, <http://www.nupr.neu.edu/7-04/immigrant_04.pdf>.

identify and address workforce challenges. Through the High Growth Initiative, ETA is investing in innovative partnerships in 14 high growth industries, including hospitality.

Overview of this report

This report is a review and analysis of the work of the High Growth Job Training Initiative in the hospitality industry. It is organized into the following five sections:

Section I   **Overview of the Hospitality Industry and its Sectors**
Introduces the hospitality industry and its workforce. The overview provides background on the industry, including job growth projections, education and training requirements, and the changing nature of the industry.

Section II   **The High Growth Job Training Initiative**
Describes the process by which the High Growth Initiative engaged the hospitality industry and served as a catalyst to identify workforce challenges and construct solutions.

Section III   **Hospitality Industry Workforce Challenges and Solutions**
Identifies the workforce challenges in the hospitality industry and reports the industry's recommendations on potential solutions to address those challenges.

Section IV   **Implementation of Proposed Solutions and Next Steps**
Provides summary of implementation strategies and offers concluding comments.

Section V   **Appendices**

I. Overview of the Hospitality Industry

The U.S. Bureau of Labor Statistics (BLS) identifies two primary sectors in the leisure and hospitality industry: the arts, entertainment and leisure sector, and the accommodation and food services sector. The High Growth Job Training Initiative in the hospitality industry focuses on the accommodation and food services sector.[9] This sector includes hotels and other accommodations, and food services and drinking places. Hotels and other accommodations include all types of lodging, from RV parks, motels and boarding houses to bed-and-breakfast inns, casino hotels, and resorts. Nearly 61,000 establishments in the United States provided overnight accommodations in 2002.[10] Food services and drinking places include all types of restaurants, from limited-service eating places, such as fast-food restaurants, to full-service restaurants, bars, and special food services. The food services and drinking places sector comprises about 479,000 places of employment in cities, towns, and rural areas across the United States.[11]

Size of the Industry and Projected Growth

As a component of the U.S. Gross Domestic Product (GDP), accommodation and food services represented 2.6% percent of the GDP in 2004 or $308.1 billion.[12] Current employment in the industry was at 10.9 million in July 2005.[13] In terms of employment, the hospitality industry is identified as high growth because employment is projected to increase by 16%, or more than 1.6 million new jobs between 2002 and 2012, and it offers excellent opportunities for individuals with varied skills and educational backgrounds in a wide range of occupations. The accommodation and food services sector makes up about 8% of all employment nationally.[14]

Two out of five workers in the industry are part-time; this is more than twice the proportion for all industries. The average weekly hours for non-supervisory workers in leisure and hospitality was 25.7 in 2004, compared to 33.7 for all workers in private industry. The high proportion of part-time workers generates a substantial need for new workers because part-time workers experience a higher rate of turnover than full-time workers.[15]

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[9] According to the Bureau of Labor Statistics (BLS), accommodation and food services is one sector in the leisure and hospitality industry, http://www.bls.gov/iag/leisurehosp.htm.

[10] U.S. Department of Labor, Bureau of Labor Statistics, *Career Guide to Industries,* http://www.bls.gov/oco/cg/cgs036.htm.

[11] http://www.bls.gov/oco/cg/cgs023.htm.

[12] U.S. Department of Commerce, Bureau of Economic Analysis, *Gross Domestic Product by Industry*, http://www.bea.gov/bea/dn2/gdpbyind_data.htm.

[13] U.S. Department of Labor, Bureau of Labor Statistics, *Current Employment Statistics survey (National), Employment, Hours, and Earnings*. Figures are seasonally adjusted.

[14] U.S. Department of Labor, Bureau of Labor Statistics, *Industry at a Glance*, <http://www.bls.gov/iag/leisurehosp.htm>.

[15] U.S. Department of Labor, Bureau of Labor Statistics, *Career Guide to Industries,* http://www.bls.gov/oco/cg/cgs023.htm#training.

Table 1 lists selected occupations that are expected to increase in employment between the years 2002 and 2012: food service managers, first-line managers, hotel, motel, and resort desk clerks, food preparation workers, combined food preparation and serving workers, including fast food, and waiters and waitresses.

The table includes the total number of workers employed, the projected change (growth) between the years 2002 and 2012, the median annual earnings and the type of postsecondary training or education that is required in the occupation.

Table 1. Select Hospitality Industry Occupations with Fastest Growth[16]

Hospitality-Related Occupations	Total Employment (in 1000s)		2002-2012 change in total employment		2002 Median Annual Earnings	Postsecondary Education & Training
	2002	2012	Number (1000s)	Percent		
Food service managers	386	430	44	+11.5%	$35,790	2- or 4-year degree in restaurant/ hospitality management
Lodging managers	69	73	4	+6.6%	$33,970	2- or 4-year degree in hotel/ hospitality management
First-line supervisors/managers of food preparation and serving workers	692	800	108	+15.5%	$19,710 to $27,380	2- or 4-year degree
Hotel, motel, and lodging desk clerks	178	220	42	+23.9%	$17,370	Short-term on-the-job training
Restaurant cooks	1,986	2,160	174	+8.8%	$9.16 (hourly)	Long-term on-the-job training or 2- or 4-year degree
Food preparation workers	850	1,022	172	+20.2%	$16,330	Short-term on-the-job training
Combined food preparation and serving workers, including fast food	1,990	2,444	454	+22.8%	$14,500	Short-term on-the-job training
Waiters and waitresses	2,097	2,464	367	+17.5%	$14,150	Short-term on-the-job training

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[16] U.S. Department of Labor, Bureau of Labor Statistics, *Detailed Employment Projection Statistics*, http://www.bls.gov/emp/home.htm.

Training, Education, and Certification[17]

Many entry-level positions in hospitality, such as waiters and waitresses or front desk clerks, require little or no formal education or previous training. Almost all workers in the hospitality industry undergo on-the-job training, which usually is provided under the supervision of an experienced employee or manager. Larger establishments or regional offices of nationwide chain or franchise operations increasingly use video and satellite TV training programs to educate newly hired staff.

Formal training or prior experience for managers is more common. Training may take the form of industry-sponsored seminars; short-term, subject-specific certificate programs; or associate or bachelor's degree programs in culinary arts, hospitality, hotel, or restaurant management. As more restaurants use computers to keep track of sales and inventory, computer training is becoming increasingly integrated into management training programs.

Completion of postsecondary training is helpful for advancement in the hospitality industry, although not required. Management programs may last from 18 months, for tailored certificate or associate degree programs, to 4 years, for more comprehensive bachelor's degree programs. Courses are available through junior and community colleges, trade and vocational schools, 4-year colleges and universities, hotel or restaurant associations, and trade unions. About 200 community and junior colleges offer 2-year degree programs in hotel and restaurant management. Bachelor's and master's degree programs in hotel and restaurant management provide the strongest background for a career as a hotel manager, with nearly 150 colleges and universities offering such programs.

Formal culinary training for chefs and cooks is available through a wide variety of sources—independent cooking schools or academies, junior and community colleges, trade and vocational schools, and 4-year colleges and universities. Many trade associations and unions also certify cooking programs conducted at selected schools or sponsor federally approved apprenticeship programs that combine formal classroom instruction with on-the-job experience in a working kitchen. Many cooks gain experience through formal internships, working under the direction of experienced chefs. The Armed Forces also provides another source of training and experience in food service work.

Promotion opportunities in accommodation and food services vary by occupation and the size of individual establishments. Upper management positions, such as general manager, lodging manager, food service manager, or sales manager, generally require considerable formal training and job experience. Some department managers, such as comptrollers, purchasing managers, executive housekeepers, and executive chefs, generally require some specialized training and extensive on-the-job experience.

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[17] Training and education data collected from Bureau of Labor Statistics, unless otherwise cited, <http://www.bls.gov/oco/cg/cgs023.htm#training>.

A number of industry associations offer professional certifications or apprenticeships in hospitality occupations that are approved by the National Skills Standards Board. The American Hotel & Lodging Association Education Institute offers certification in twenty-two different occupations, including Certified Hotel Administrator (CHA) and Certified Lodging Manager (CLM).[18] The National Restaurant Association Educational Foundation (NRAEF) offers the Foodservice Management Professional (FMP) credential and the Professional Management Development (ProMgmt. [®]) Certification through proprietary schools, universities, and two-year and four-year colleges nationwide.[19] Finally, the American Culinary Federation (ACF) has registered Recommended Guidelines for an Apprenticeship Program for Cooks and Pastry Cooks with the U.S. Department of Labor Office of Apprenticeship Training, Employer and Labor Services (OATELS) and over 2,000 students enrolled in more than 80 ACF-sponsored culinary apprenticeship programs in the United States.[20]

In addition to on-the-job training, certification, apprenticeship, and academic programs, the industry has implemented an array of innovative strategies to address its workforce challenges. For example, Sed de Saber or "thirst for knowledge" is an innovative, self-paced ESL curriculum that utilizes Quantum LeapPad® learning technology to teach job-related English to hospitality workers. The program was developed by Retention Education in partnership with the MultiCultural Foodservice and Hospitality Alliance and Coca-Cola™. Another example is the National Academy Foundation's Academy of Hospitality and Tourism, which brings small learning communities into more than 155 high schools nationwide to prepare youth for careers through a contextualized curriculum supported by over 500 business partners. These are just two examples of the unique models that the industry is already implementing to meet its workforce needs.

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[18] American Hotel & Lodging Association Education Institute website, http://www.ei-ahla.org/certification.asp.
[19] National Restaurant Association Educational Foundation website, http://www.restaurant.org/careers/education.cfm.
[20] American Culinary Federation website, http://www.acfchefs.org/apprwhat.html.

II. The High Growth Job Training Initiative Process

Prior to launching the Hospitality initiative, ETA identified key workforce and business leaders and invited them to partner with ETA to address the workforce challenges that the industry faces. Concurrently, an environmental scan of the industry was conducted to create an economic and employment picture of the industry; identify policy and legislative issues; key associations and labor organizations; and facilitate interaction with the public workforce system.

The High Growth Initiative proceeded through three phases: Information Gathering, Research and Analysis, and Implementation.

Information Gathering and the Executive Forums

An Executive Forum was held in Key Biscayne, Florida on January 10, 2004 to validate and complement the information gathered for the environmental scan. Convened by ETA Assistant Secretary Emily Stover DeRocco and hosted by the National Restaurant Association, the forum served as an opportunity for business and industry leaders to discuss their current and future workforce challenges and needs with ETA. It also allowed Assistant Secretary DeRocco the opportunity to share the Administration's goals and plans to meet the 21st century economy's needs for a skilled workforce.

Twenty-five senior executives representing the restaurant and food service industry participated in the Executive Forum. Examples of companies and associations represented included the Bacin Group, the Culinary Institute of America, Famous Dave's of America, Golden Corral Corporation, National Restaurant Association and its Educational Foundation, and Rich's Products Corporation.[21]

On August 4, 2004, a second Executive Forum was convened in Washington, D.C. by Assistant Secretary DeRocco and hosted by the American Hotel & Lodging Association. The hotel and lodging sector was represented by employers and organizations including Carlson Hotels Worldwide, Hyatt Hotels Corporation, InterContinental Hotels Group, Marriott International, Inc., and Starwood Hotels & Resorts Worldwide.

A few critical workforce issues were raised at the Executive Forums that have become key issues that the initiative has worked to address including:
- The negative public image that is challenging the industry's recruitment efforts;
- The lack of knowledge about the industry's career ladders and lattices among parents, teachers, guidance counselors and youth;
- The need to promote consistent training models and portable credentials for workers, and to address specific skill needs, such as basic "soft skills" and English proficiency in the workplace.

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[21] See Appendix A for a complete list of forum participants.

During the Executive Forums, industry leaders pledged their support to work closely with the initiative as it moves into the second and third phases. The executives also learned about the public workforce system, the demand-driven vision to make the system more responsive to industry's needs, and how it can be used to provide valuable employment services and training.

The Hospitality Industry Workforce Solutions Forum

The culmination of the high growth initiative process for the Hospitality industry took place during the Workforce Solutions Forum on September 27-28, 2004 in Las Vegas, Nevada. ETA invited industry employers, education and training providers, and representatives of the public workforce system to develop innovative solutions to address the industry's workforce challenges. A proposed solution is an innovative workforce development strategy or model with positive outcomes that can be implemented, sustained and replicated at the local, regional or national level. Participants worked in groups to brainstorm and prioritize innovative workforce solutions, propose foundational models, and document the critical attributes, key stakeholders, resources, implementation barriers and other pertinent information in a "solutions matrix" to guide ETA's investments in high growth industry strategies.

Participant groups focused discussions on one of the three key workforce areas: Image and Outreach, Recruitment and Retention, and Training and Skill Needs. A facilitator trained in the Nominal Group Technique[22] led the discussions. The three groups clarified the workforce challenges they were addressing, brainstormed innovative solutions, used a voting procedure to prioritize the top solutions, and broke into sub-groups that developed potential solutions to the workforce challenges. By the end of the day, 229 solutions were identified[23] and twenty-three solutions were documented in detail on solutions matrices.[24]

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[22] Randall B. Dunham, Ph.D., *Nominal Group Technique: A Users' Guide*, University of Wisconsin, http://instruction.bus.wisc.edu/obdemo/readings/ngt.html.
[23] See Appendix C.
[24] See Appendix B.

III. Identification and Analysis of the Workforce Challenges and Solutions in the Hospitality Industry

Through the Executive Forums and the Workforce Solutions Forum, ETA listened to hospitality industry stakeholders describe the key workforce challenges across industry sectors and the most promising potential solutions to address these challenges. A broad coalition of industry stakeholders, including senior executives, association and human resources professionals, identified the following workforce challenges and solutions during the Executive and Workforce Solutions Forums.

Challenge #1: Image and Outreach

Industry leaders expressed serious concern about the negative image impacting employment in the hospitality industry. Employers stated that restaurant and hotel jobs are often characterized as low-wage and dead-end. Although it is true that earnings in entry-level hospitality positions are lower than average, it is a common misperception that there are limited opportunities for advancement in the industry and no established career ladders for upward mobility. A negative image is not only a perception outside the industry, but it is often sustained by the industry itself. The challenge to the industry is to improve its image among several demographic groups, including youth, parents, educators, guidance counselors, and incumbent workers. These target groups need exposure to the range of career opportunities that exist in the industry.

Proposed Solutions:

National Image Campaign
The most popular solution among stakeholders to address the image issue in the hospitality industry was the development of a national campaign. The campaign could utilize data collected by industry as a basis to counter the negative stereotypes. It could also highlight existing competency models, certificate programs and educational opportunities promoted by industry associations. The campaign could use industry celebrities, such as chefs, to target different demographic groups through the media and other channels such as secondary schools and community colleges. The campaign could also highlight non-industry-specific professions that are necessary to support the industry, such as accounting, marketing, research and development, and food manufacturing and distribution.

Employer-Based Strategies
A number of the solutions to promote the image of the industry start with changing the way employees perceive the industry from the inside. Employers could influence the image of the industry among its own workforce by promoting the career ladders and opportunities for advancement that currently exist and by putting more emphasis on job rotations, leadership training and promotion from within for incumbent workers. Another employer-based solution is an educational assistance program with tuition reimbursement to help incumbent workers gain the skills and credentials necessary to

advance. These strategies could also help to ensure the long-term health of the industry by improving retention.

Challenge #2: Recruitment and Retention

Industry leaders noted a current and projected shortage of essential workers. In the past, the hospitality industry has drawn heavily from the youth labor pool to meet their workforce needs. Over the last ten years, the labor force participation rate for youth ages 16-19 has steadily dropped.[25] As the percentage of youth in the workforce has declined, the hospitality industry has sought new sources of labor in order to avoid facing an insufficient supply of new workers to satisfy demand. One of these sought-after groups is the growing immigrant population, and employers report a growing emphasis on language proficiency programs, especially English-Spanish, in order to recruit and retain this labor pool. According to the AFL-CIO Working for America Institute, 21.8 percent of hotel workers in 2000 were Hispanic, compared with only 11.3 percent of all U.S. workers. Other target populations include older workers and individuals with disabilities, which are currently underutilized in the workforce.

Another key workforce challenge is retaining workers. Industry stakeholders report that the hospitality industry has difficulty retaining workers because jobs are perceived as "dead end" and skilled workers seeking a long-term career may be discouraged by this stereotype. Alternatively, this perception attracts workers seeking temporary or part-time jobs, and those opportunities are available. Employment barriers such as childcare may encourage workers with alternative work schedules to seek employment in an industry with more traditional hours. Employers incur additional costs for high turnover because they must train and retrain each new employee. In addition to combating the negative image of the industry, employers must provide viable career paths and incentives for workers to stay.

Proposed Solutions:

Expanding the Youth Pipeline
Industry employers proposed a range of solutions to increase industry interaction with youth and expose them to hospitality careers in order to address the shrinking youth pipeline. Companies could create internships and partner with programs like the National Restaurant Association's ProStart to sponsor high school programs that expose youth to careers in the industry through career fairs, job shadowing, and mentoring opportunities. Employers could also create youth advisory boards within industry associations and conduct focus groups to solicit feedback from young people already working in the field regarding the challenges they face.

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[25] U.S. Department of Labor, Bureau of Labor Statistics, *Seasonally Adjusted Labor Force Participation Rates.*

Targeting Untapped Labor Pools

In addition to youth, the labor pools that industry stakeholders identified for targeted recruiting include recent immigrants, older workers and individuals with disabilities. Solutions could take the form of a temporary visa program specifically tailored to the hospitality industry and employers could assemble a hospitality coalition to address immigration visa issues. In order to target older workers, employers could identify community and/or faith-based organizations that support older workers, such as senior centers, and Senior Community Service Employment Program (SCSEP) programs, and provide training that focuses on developing new skills for people who are retired or about to retire. The industry could build a reputation as the "industry of choice" for older workers or individuals with disabilities by becoming knowledgeable about what these groups want in the workplace and making accommodations for their needs.

Reducing Turnover

The most popular strategies for reducing turnover and retaining workers involved establishing clearly-defined career paths, creating opportunities for mobility, and providing incentives. Solutions could include staff development in communications and teambuilding, incentives such as paid release time for on or off-site training, and recognizing titles and competitive pay scales so entry-level workers have something to work towards. Work supports for employees on the night shift could include working with community transportation organizations to provide transportation during non-peak hours or co-funded child and eldercare for workers on the second and third shifts.

Challenge #3: Training and Skill Needs

Training is a critical factor in developing and retaining a good workforce. Executive Forum participants highlighted a few challenges that affect both entry-level and incumbent workers. In addition to job-specific skills, the hospitality industry has difficulty finding entry-level workers who possess basic "soft skills" such as punctuality and professionalism, which are a prerequisite for success in a customer service-oriented field. Given that so many young people start their working lives in the hospitality industry, soft skills training is a critical need. Also the hospitality industry as a whole lacks consistent training models and portable credentials that are recognized industry-wide. Many hotels and restaurants prefer to run their own internal training programs for new hires, which makes it difficult to monitor the content of training and the skills acquired. English proficiency is another skill development challenge for many employers in the hospitality industry because a large percentage of workers in the industry speak English as a second language (ESL).

Proposed Solutions:

Developing Consistent Training Models

As mentioned above, many employers choose to run their own internal training programs; therefore, the lack of consistent training models was a key focus area for participants in the Solutions Forum. Participants agreed that effective solutions could recognize certification programs that currently exist (which include all levels of work),

validate the programs' competencies with business stakeholders, "crosswalk" the competencies and skills with occupations in related industries, and test these programs for efficacy. Employers must make a commitment to recognize existing national models and uphold these standards through their training and hiring practices in order to achieve consistent skill standards and provide workers with portable credentials to increase their opportunities for advancement.

Improving "Soft Skills"
Solutions to improve soft skills for youth and the entry-level worker population could include implementing soft skills training in middle and high schools. For incumbent workers, employers could incorporate soft skills such as problem solving and sensitivity into management training programs so that supervisors could learn to reinforce skills in incumbent workers. Industry associations could integrate soft skills into curricula, testing and standards.

Addressing Language Skills in the Workplace
Solutions to address language skills focused on integrating language skills into technical, occupation-specific training to allow for faster learning. One solution developed at the forum proposes teaching employees "the language of the industry" through a hospitality-specific initiative that combines best practices in English language learning with workplace and life skills. Training could also include on-site and at-home modules and mentoring by more experienced workers. Another solution could create employer incentives to provide ESL training to incumbent workers.

IV. Implementation of the Proposed Solutions and Next Steps

The information and knowledge gained from the High Growth Initiative process are invaluable as ETA builds the public workforce system's capacity to be responsive to industry's workforce needs. ETA supports comprehensive business, education, and workforce development partnerships to develop innovative approaches that demonstrate how a demand-driven workforce system can serve the workforce needs of business while also helping workers find good jobs with good wages and promising career ladders.

Grants awarded under the High Growth Initiative implement unique and innovative, industry-driven skills training, certification, and career ladder demonstration projects that support identified hospitality workforce needs. The outcomes from demonstration grants will be translated into sustainable, replicable training and skill development models that will be shared with and implemented by the state and local public workforce system.

Based on the challenges identified by the hospitality industry and highlighted in this report, the U.S. Department of Labor (DOL) has made a series of investments totaling more than $4 million to partnerships among businesses, community colleges, workforce investment boards, and others to address the workforce needs of the hospitality industry. These investments address the following challenges:

- Building bridges between high schools and the industry to broaden the pipeline of entry-level workers;

- Increasing career awareness and exposing youth to the hospitality industry;

- Standardizing training models and promoting portable skills certifications;

- Helping individuals gain English language proficiency combined with the occupational skills necessary to enter the hospitality industry.

The solutions are national, state, and local in scope and address industry challenges in unique and innovative ways. The following are brief summaries of solutions in which ETA invested in order to address these industry challenges. These investments will build the capacity of the workforce investment system to better the demands of industry.

- **Career Boost:** Model front-line hospitality training leading to skills certifications in 19 line-level occupations at Station Resort and Casinos' new Red Rock property, expand the training to more than 10,000 Station Casinos employees, and replicate the training nationally through local One-Stop Career Centers.

- **Hospitality Business Alliance/ProStart School to Career**: Cultivate new sources of talent for the industry by creating a national system of state

hospitality partnerships dedicated to the establishment of high school hospitality School-to-Career programs and industry mentoring programs that lead to an industry-recognized national certificate. Partner with industry employers and the public workforce system.

- **Hospitality Career Spotlight:** Broaden the youth pipeline through an interactive, bilingual career awareness website and the Showcase of the Stars, a series of ten events which highlight successful individuals in the hospitality industry and expose youth to career opportunities.

- **Hotel TEACH (Teaching English And Careers in Hospitality):** Develop a contextualized language curriculum to instruct limited English proficient individuals while providing them with the occupational skills for employment in the hospitality industry.

For more detailed information on these investments, including grantees, partners, and outcomes, please visit www.doleta.gov/BRG.

Next Steps

The hospitality industry is vital to the American economy. The hospitality industry was identified as high growth because it is projected to add more than 1.6 million new jobs to the economy between 2002 and 2012 and it offers excellent opportunities for individuals with varied skills and educational backgrounds in a wide range of occupations. Further, Americans depend on the services provided by this industry on a daily basis. However, the industry faces a wide array of workforce challenges, from a negative industry image to difficulty recruiting youth and individuals in non-traditional labor pools. These challenges must be addressed to ensure the continued vitality of the hospitality industry.

Through the High Growth Job Training Initiative in hospitality, ETA has invested in a wide array of innovative workforce partnerships. These investments were made after ETA worked closely with industry leaders to determine the primary hiring and training challenges facing the industry. These investments are just one step in ETA's ongoing commitment to the hospitality industry.

ETA is committed to identifying successful models and resources through the High Growth Job Training Initiative and sharing them with the public workforce system. Sharing these models and resources will enable industry stakeholders in states and localities around the country to develop successful partnerships that help the industry address its key workforce challenges while preparing workers for jobs in a high growth, economically vital industry.

V. Appendices

Appendix A: Participants in Executive Forums and Workforce Solutions Forum

Appendix B: Hospitality Industry's Solutions Matrices

Appendix C: 229 Solutions Generated at the Hospitality Industry's
Workforce Solutions Forum

Appendix A: Hospitality Industry
High Growth Job Training Initiative
Executive Forum and Workforce Solutions Forum Participants

January 10, 2004 (National Restaurant Association)
- Bacin Group
- Buca, Inc.
- Carmen Anthony Restaurant Group
- Classic Restaurants Concepts
- Compass Group
- Culinary Institute of America
- Darden Restaurant, Inc.
- Disney Regional Entertainment & ESPN Zone
- Famous Dave's of America, Inc.
- Golden Corral Corporation
- "Guest" Food Services
- Hampshire House Corporation
- Harman Management Corporation
- Harry's Savoy Grill & Ballroom
- Metz & Associates, Ltd.
- National Restaurant Association Educational Foundation
- Naylor Establishment
- Pond Hill Joint Venture
- R & M Food Services, Inc.
- Rich Products Corporation
- Ristorante i Ricchi
- Sammy's
- Sellers Marketing Group, Inc.
- Sodexho, Inc.
- Viad Corporation

August 4, 2004 (American Hotel & Lodging Association)
- American Hotel & Lodging Association Educational Institute
- B. F. Saul Company Hotel Division
- Carlson Hotels Worldwide
- Choice Hotels International
- Hilton Hotels Corporation
- Hospitality Partners
- Hotel Association of Washington DC
- Hyatt Hotels Corporation
- InterContinental Hotels Group
- International Association of Holiday Inn
- Jefferson Government Relations
- Marcus Hotels & Resorts

- Marriott International, Inc.
- PM Hospitality
- Starwood Hotels & Resorts Worldwide

September 27-28, 2004 (Workforce Solutions Forum)
- Accor North America
- American Association of Community Colleges
- American Hotel & Lodging Association Educational Institute
- American Society of Association Executives
- B.F. Saul Company Hotel Division
- Broadmoor Hotel
- Caesar's Entertainment
- City College of San Francisco
- Clark County School District
- Compass Group
- CVS Pharmacy
- DECA
- Easter Seals, Inc.
- Estrella Mountain Community College
- Flamingo Las Vegas
- Hershey Entertainment & Resorts
- Johnson & Wales University
- LaGuardia Community College
- Los Angeles Community College District
- MMI Hotel Group/Dining Systems
- Marcus Hotels & Resorts
- Marriott International
- Metro Pizza
- Micatrotto Ventures, Inc.
- MultiCultural Foodservice & Hospitality Alliance
- National Association of Workforce Boards
- National Restaurant Association Educational Foundation
- National Retail Federation Foundation
- Nevada Department of Education
- Nevada Hospitality Foundation
- Nevada Hotel & Lodging Association
- Nevada Partners
- Retention Education
- Ricardo's
- Silicon Valley Workforce Investment Network
- Starwood Hotels and Resorts
- Stratosphere/Arizona Charlie's Properties
- Toys "R" Us, Inc.

- Truckee Meadows Community College
- UNITE HERE
- Wendy's International, Inc.

Participants / Contributors:
Julie Flik   Gary Packer
Katherine Jacobi
Michael Kelly
Brad McPherson

Solution Matrix –1A

Overarching Issue: Image & Outreach

Sub-Issue: Countering the Negative Stereotypes

Solution: Dispel the myths program

Critical Attributes (What attributes are needed for success?)	**Key Stakeholders** (Who is needed for success?)	**Resources** (Financial, Human, and Technical)	**Implementation Barriers**	**Additional Notes**
▪ Message * ▪ Testimonials * ▪ Job Growth ▪ Defining the Industry * Industry of opportunity – Focus on celebrities and now celebrities average people who have in the industry and are successful. Parking lot attendant, $100K ▪ Wages, benefits ▪ Age appropriate ▪ Focus on unknown industry trades ➢ Environmental ➢ Techs ➢ Accountants ➢ Airline pilots ➢ Flight attendants ➢ Food manufacturing ➢ Retail ➢ Services	▪ Restaurant & hotel education programs ▪ Community agencies ▪ Union training programs ▪ State & local programs – workforce development programs ▪ Consultants	▪ Money ▪ In-kind contributions ▪ Intellectual capital ▪ Industry research ▪ Mentoring ▪ Restaurants ▪ Incubator programs ▪ Cultural organizations ▪ Chamber of Commerce ▪ Disability organizations ▪ Senior agencies ▪ High school counselors ▪ National restaurant education assoc and other industry assoc's ▪ Community colleges ▪ Institutions of higher learning	▪ Money ▪ Opinions ▪ Stereotypes ▪ High school counselors	

Participants / Contributors:
Julie Flik
Katherine Jacobi
Michael Kelly
Brad McPherson
Garv Packer

Solution Matrix – 1B

Overarching Issue: Image and Outreach				
Sub-Issue: Countering the Negative Stereotypes				
Solution: Use Own Employees to Counter Negative Stereotypes				
Critical Attributes (What attributes are needed for success?)	**Key Stakeholders** (Who is needed for success?)	**Resources** (Financial, Human, and Technical)	**Implementation Barriers**	**Additional Notes**
- Career path development - Management training - To relate to workforce - Sensitivity to diversity issues - Pride in job ownership - Self esteem issue - Training focus - Employee-mentoring - Behavior modeling	- Top managers/owners (to be vested in goals) - Consultants - Industry Representatives - Associations - Mentorship programs - Best Practices - Colleges & Universities - Training academies - Daily use language program - Southwest Airlines - Disney - Harrah's	- Agencies - Corporate training programs - Educational Institutions - Online programs - Internal benefit programs - ESL - Babysitting/Daycare - Dry Cleaning - Car maintenance - Meals (Las Vegas)	- Managers not really relating to the workforce - Career path development (the lack of) - Stereotypes - Corporate indifference - Turnover	

Participants / Contributors:
Bob Fink
Kaye Sidell-O'Neal
Debra Giordano
Sarah Varner

Solution Matrix – 1C

Overarching Issue: Image and Outreach

Sub-Issue:
Countering the Negative Stereotypes

Solution:
Hospitality businesses/corporations should sponsor/partner with elementary/middle/senior high schools. Activities may include job shadow days, workplace tours, career fairs, mentorship programs & employability training. Targeted schools may include those in low-income communities. (Similar to the Bureau of Excellence in Student Training (BEST)).

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who is needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes

▪ High school students gaining a positive impression of the hospitality industry as an employer
▪ Structured template for easy implementation by employers & educators
▪ Promote activity, not lecture – e.g. field trips, 'Dine Around'
▪ Reinforce positive benefits of hospitality industry – financial support of community
	▪ Local employers with push from
	  ➢ Corporate
	  ➢ National Rest. Assn
	  ➢ AH&LA
	▪ Local schools w/ support from industry organizations
	▪ Parents
		▪ Technical – Matching service to pair employers willing to demonstrate & schools willing to participate
		▪ Tool kit to make the demo process easy to implement for teachers & employers
		▪ Human – support to ensure awareness, participation, evaluation & process improvement
			▪ Challenge getting employers to participate, 'matching' process
			▪ Schools have less money to transport students to opportunities
				Don't think elementary school is a priority at this time.

Solution Matrix – 1D

Participants / Contributors:
Bob Fink
Kaye Sidell-O'Neal
Debra Giordano
Sarah Varner

Overarching Issue: Image & Outreach				
Sub-Issue: Countering the Negative Stereotypes				
Solution: Investment by employers in training and exposing individuals to career opportunities. Include job rotation for entry-level employees & career exploration				
Critical Attributes (What attributes are needed for success?)	**Key Stakeholders** (Who is needed for success?)	**Resources** (Financial, Human, and Technical)	**Implementation Barriers**	**Additional Notes**
▪ Develop models in several different types of companies (Hotel – national/local; restaurant – national/local) that highlight career opportunities & provide training to move horizontally and/or vertically ▪ Disseminate models to other companies	▪ Companies to serve as models ▪ Associations, corporate partners to disseminate ▪ Workforce investment & One Stops to share videos and provide training ▪ DOL to help develop & disseminate resources ▪ Family – involve to see positive side of industry	▪ Food to augment orientation program – highlight options within industry e.g. Videos ▪ Financial: training & tuition reimbursement ▪ Videos that describe ladders & lattices impact of industry ▪ Human Resource – Design, implement program ▪ One Stops/WF Investment Boards - training	▪ Expense of moving staff around – out of current position & distracting other employer ▪ Job shadowing for a few days is less expensive than job rotations	

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Participants / Contributors:
Jeff Collins   Clay Goodman
Michelle Layton
Andrea Callaman
Kay Vaughan

Solution Matrix – 2A

Overarching Issue: Image & Outreach

Sub-Issue: Promote the range of job opportunities available and career ladder and lattices

Solution: Grow your own program

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who is needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- ID career ladder/lattice and critical skills necessary - Options available for skill acquisition on the job training & formal training/education - ID program participants or candidates - Financial support for employees. E.g. tuition assistance - Develop internal ladder/lattice programs - Support external training opportunities that fit into career paths	- Employer – upper management - Education and training organizations - Employee - Trade associations (Industry resource) - Federal & State agencies	- Pay incentives (mentors) - Tuition reimbursement - Training costs - Development costs - HR staff dedicated to career planning & training - Trade association resources - Grant dollars	- Initial cost to employer (time & money) - Organizational culture - Lack of HR staff for smaller businesses - Quality of labor pool - Lack of awareness of available resources - Language barrier	

Participants / Contributors:
Jeff Collins
Michelle Layton
Andresa Callaman
Clay Goodman

Solution Matrix – 2B

Overarching Issue: Image & Outreach

Sub-Issue: Promote the range of job opportunities available and career ladder and lattices

Solution: National and industry campaign that highlights career opportunities within the industry outside the obvious (e.g. accountant, advertising, R&D etc..)

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who is needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- Identify target audience - Career opportunities available - National, regional and local awareness campaign plan - Connection with educational institutions both high school and higher education - Career pathway programs beginning in high school through higher ed to employment - Develop model presentations that can be used in awareness campaign - Highlight transferability of skills within and across industry "Start with the End in Mind" - Industry Examples - Prepare for Future Assignment	- Industry - ID people 'success stories' - Community leaders - Unit manager for local outreach – district managers - School counselors program advisors - DOL and other federal & state agencies - Trade associations - Student clubs/organizations e.g. DECA	- Recruitment/industry awareness materials - Interactive materials (CD/DVD) - Development Costs - Distribution Network - Public relations firm - Trade association involvement - Grant dollars	- Lack of distribution network - Negative stereotypes of industry - Language barrier with employees and recruits	

Participants / Contributors:
Robert Ansara   Karen Spindler
Melissa Cozad
Renee Evers
Sam Facchini

Solution Matrix – 1A

Overarching Issue: Recruitment and Retention

Sub-Issue: Expanding the youth labor pool

Solution: Create internship programs (or become associated with existing programs like Pro-Start) that provide participants with mentors in the hospitality industry and give them opportunities to rotate through a wide variety of hospitality jobs.

Critical Attributes (What attributes are needed for success?)	**Key Stakeholders** (Who are needed for success?)	**Resources** (Financial, Human, and Technical)	**Implementation Barriers**	**Additional Notes**
▪ Continued and expanded involvement in the industry with existing Pro Start programs ▪ Revisit and revive the Lodging Management Program so that the industry is aware it exists and expand the program to all size properties ▪ Increase communication with the industry	▪ Businesses (hotels, restaurants, travel and tourism) ▪ Education ▪ Vendors ▪ National spokesperson (s) – high profile person (s) to support programs	▪ Funding agencies ▪ Dedicated staff ▪ Website/trade publications where information can be accessed ▪ Matching funding for existing program (ProStart)	▪ Lack of knowledge of funding streams ▪ Need dedicated staff ▪ Money ▪ Unengaged employers/ employees (10% of employers are doing all of the work)	

Participants / Contributors:	
Robert Ansara	Karen Spindler
Melissa Cozad	Wendi Safstrom
Renee Evers	
Sam Facchini	

Overarching Issue: Recruitment and Retention

Sub-Issue: Expanding the youth labor pool

Solution: Create youth advisory boards/councils within hospitality industry associations to solicit feedback from young people already working in the field regarding the problems and challenges they face that may keep other youth from considering a career in the industry.

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
▪ Conduct focus group sessions with existing program participants and recent grads to get feedback (positive and negative_ about the industry ▪ Provide realistic, positive feedback from the industry to the youth labor pool	▪ Schools ▪ Associations/NRA/NHLA ▪ Businesses ▪ Program coordinator from ProStart ▪ ProStart educators in the schools	▪ State trade association ▪ Coordinator for study ▪ Time and money to facilitate study ▪ Someone to write the study	▪ Time and money ▪ Uncommitted members of the industry ▪ Student participation	

Participants / Contributors:
Julie Flik   Katherine Jacobi
Gary Packer   Jim Scarfone
Michael Kelly
Brad McPherson

Solution Matrix – 1C

Overarching Issue: Recruitment and Retention

Sub-Issue: Expanding the Youth Labor Pool

Solution: Sponsor an "Open House" program for young people to experience all aspects of the hospitality industry in action. Publicize the program in youth-centered community organizations as well as high schools and vocational schools.

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes

▪ Comprehensive exposure program	▪ Best Practices Program
	  ➢ B.E.S.T.
	  ➢ H.O.P's program
	  ➢ Cornell University
	▪ Corporate adoption of a school
	▪ Community based organizations support
	  ➢ Chambers
	  ➢ Schools
	  ➢ Job Developers
	  ➢ Social services
	  ➢ Incarcerated youth
	▪ Traveling Bus
	▪ Interactive kiosks
		▪ Movie theater ads
		▪ Gear up Program (Middle School)
		▪ B.E.S.T (A2)
		▪ One line virtual tour or static CD (Rio Salado)
		▪ Books, literature (A Day in the Life)
			▪ Age
			▪ Parents
			▪ Electivity
			▪ Corporate buy-in
			▪ Competing industries
			▪ Legal Issues	

Participants / Contributors:
Gaynor Andrews   Brad Turner
Allison Barber   Becky Smithson
Robin King
David Makarsky

Solution Matrix – 2A

Overarching Issue: Recruitment and Retention

Sub-Issue: Targeting Untapped Labor Pools

Solution: Partner with Hospitality franchisors and industry associations to develop an effective conduit for channeling information about services of untapped resources of employees

Critical Attributes (What attributes are needed for success?)	**Key Stakeholders** (Who are needed for success?)	**Resources** (Financial, Human, and Technical)	**Implementation Barriers**	**Additional Notes**
- Much more aggressive marketing and promo of existing program through - website - Identification of a champion to meet with key contacts in franchises and associations - Use of hospitality fancies intranets - Identification of strong private sector advocates - Need to form advisory committee to oversee the development of this initiative	- Industry Associations - Chambers of Commerce - Workforce development boards - Hospitality employers - All sources of current untapped potential (e.g. military, disabled veterans, ex-offenders) - Economic development partners - DOL - Hotel Unions	- Human - Private sector champions willing to step forward an offer time and talent - Support from DOL - Advisory Board - Financial - Money for development - Marketing of this initiative - Funded for government mandate - Technical - Conduct comprehensive survey of existing sources of untapped resources - Draw on studies completed by college universities	- Fragmentation of franchise communities and industry in general (i.e. many independent hotel operators) - Fragmentation bases on geographic locations (different challenges) - Willingness of private sector to 'own' the to ensure sustainability - Ensure that the independents have a voice	

Participants / Contributors:
Gaynor Andrews Brad Turner
Allison Barber
Robin King
David Makarsky
Becky Smithson

Solution Matrix – 2B

Overarching Issue: Recruitment and Retention

Sub-Issue: Targeting Untapped Labor Pools

Solution: Identify community and/or faith based organizations that support targeted sources of potential employees (e.g. senior citizens, military, disabled, minorities) and provide training that focuses on developing skills to help ensure success in the workplace

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
'Top Down' strategy and support of this initiative while maintaining a 'bottom up' (i.e. grassroots) implementation strategy in recognition of widely varying needs based on location - Find out the employers like Walmart do it – Identify best practices in our industry as well as related ones (i.e. retail) - Flexibility on part of hospitality employers to change the paradigm (e.g. more open mindedness to flexible work schedule, part time employees, working with employees with disabilities) - We need to use the same skills, creativity and savvy in recruitment that we use in sales and marketing in our own hotels	- Hospitality employers - DOL - Community organizations - Chambers of Commerce - Local Workforce boards - All sources of untapped potential (youth organizations, veterans, disabled, seniors, ex-offenders)	- Technical - Training on basic computer skills for seniors - Training for hotel managers on changing environment of recruitment and viable sources of employees - Financial - Funding for training - Funding for diversity programs & the marketing and promotes associated with them - Human - Hospitality employees to empower the initiative - Advisory committee to frame the 'top down' strategy and to promote it. - Community programs that are receptive to initiative - AARP & other associations to embrace and foster the concept	- Rigid, 'our school' mentality of some hotel managers - Perception of prospective employees about the industry	

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Solution Matrix – 2C

Participants / Contributors:
Gaynor Andrews
Allison Barber
David Makarsky
Becky Smithson
Brad Turner

Overarching Issue: Recruitment and Retention

Sub-Issue: Targeting Untapped Labor Pools

Solution: Build a hospitality coalition to focus on immigration visa reform specific to hospitality industry

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- Development of a coalition to serve as a voice for the industry, articulate today's challenges and making recommendations for reform - To accomplish this goal, senior leaders of large hospitality employers must take an active role - There must be education on this matter to all stakeholders in order to create greater awareness and understanding	- Hospitality employers - Industry associations - DOL - Local economic development authorities - CVB's - Legal firms - Senators and representatives - Government leaders in states that are driven by tourism - U.S. Conference of Mayors	- Technical - Look at the TN Visa Program (Canada) and it's applicability - Financial - Funding to support the coalition - Human - Commitment to participate in the coalition	- Federal and state policy restrictions - Lack of understanding of the current challenge by many	

Participants / Contributors:
Frank Miles
Michael Squire
Jowel Laguerre
Bill Overly
Diane McBride

Solution Matrix – 3A

Overarching Issue: Recruitment and Retention

Sub-Issue: Reducing Turnover

Solution: Establish clearly defined career paths and provide incentives to encourage career building and create opportunities for career mobility for employees

Critical Attributes (What attributes are needed for success?)	**Key Stakeholders** (Who are needed for success?)	**Resources** (Financial, Human, and Technical)	**Implementation Barriers**	**Additional Notes**
- Broadly applicable career path descriptions - Career - Uniform position descriptions - Easily accessible to employees (WEB) - Standardized industry wide recognition to permit movement among/within employees - Uniform incentives	- Business leaders/employers nationwide - Business associations - Employees - Funders/funding sources (DOL, perkins, local) - Trainers - Labor where applicable	- Business time/ in-kind/ ed/trainer resources for training etc - Grants	- Buy-in - Fragmented industry areas	

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Participants / Contributors:
Frank Miles
Michael Squire
Jowel Laguerre
Bill Overly
Diane McBride

Solution Matrix – 3B

Overarching Issue: Recruitment and Retention

Sub-Issue: Reducing Turnover

Solution: Work with community transportation groups to meet worker needs

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- Readily affordable - Available 24/7 - Well publicized - Financial incentives - Targeted services - Low cost - Safe & dependable - Widely accessible - Collaborations of industries	- Regional transportation agencies - Employers & employees - DOT - DOIL - Collaborations of businesses	- Identify organizations, public & private that are available when not in use - Public/private partnerships - Van/car pools -incentives	- Insurance/liabilities - Cost - Buy-in by industries, business	

Participants / Contributors:
Frank Miles
Michael Squire
Jowel Laguerre
Bill Overly
Diane McBride

Solution Matrix – 3C

Overarching Issue: Recruitment and Retention

Sub-Issue: Reducing Turnover

Solution: Provide funded/co-funded childcare and eldercare for workers 24/7

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
▪ Needs to be cost-neutral/shared for employer ▪ Affordable for employer ▪ Quality provider ▪ 24/7 ▪ Ability to share facilities across multiple employers ▪ Accessible ▪ Certifiable	▪ Employers, employees ▪ Department of Health and Human Services ▪ DOL ▪ Providers of child care and elder care ▪ Education providers who provide early childcare/child development	▪ Dependent reimbursement account for employees ▪ Facility and staffing ▪ Grants for start-up, build facility ▪ DOL ▪ Local grants	▪ Location ▪ Cost allocation ▪ Space ▪ Staff ▪ Buy-in	

Participants / Contributors:
Teresa Epperson   Shao Zhang
Jeff Gerber
Vicki Herman
Karen LeDoux
Phyllis McGuire

Solution Matrix – 1A

Overarching Issue: Training and Skill Needs

Sub-Issue: Develop consistent training models and skill certifications

Solution: Recognize certification programs that currently exist and identify the common skill sets that can be certified on a regional/national level. Create an industry specific training model using national skill standards for the industry in the skills & competency requires by industry.

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- Qualities to include in the matrix - Include best practices - Validate through with business and labor constituencies - Identify existing certifications - Industry must recognize training models and certifications - Oversight group - Instructor training and certification - Identify industry specific training models using national skill standards and training to certification standards	- Industry Associations - American Hotel & Lodging Assoc. - National Rest. Assoc - American Culinary Federation - National Academy Foundation - Div. Of Apprenticeship Standards/Culinary - Employers - DOE - DOL - Training providers - Labor - Industry vendors - Education at state & local levels	- Currently existing programs - Lodging Management Program - PRO-START - Skills Tasks & Results Training - Existing National Skill Standards - NSSB Standards – Hospitality & Tourism Futures - Curriculum development organization - Research organization - Funding for research & development - Funding for promotion to candidates - Funding to promote to industry - Industry associations	- National buy-in - Industry buy-in - Employer buy-in - Customized training concerns - Buy-in from training providers - Unions - Local Assoc. buy-in - Funding	

Participants / Contributors:
Teresa Epperson   Shao Zhang
Vicki Herman
Steven Horsford
Karen LeDoux
Phyllis McGuire

Solution Matrix – 1B

Overarching Issue: Training & Skill Needs

Sub-Issue: Develop consistent training models and skill certifications

Solution: Create national program that emphasizes the importance of career & technical education with the support of various models and programs available and incorporate these programs in the public school system. Create national standardized skills certification program that incorporates training models at all levels in order to make the hospitality industry and industry of excellence for guest and choice for employees.

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- Leadership at national, state & local levels should embrace and promote the models that already exist through the public education system. - Industry sponsorship of hospitality academy - Aligned to national standards - Linked to post secondary education - Support of associations for teachers & administrators - Support of Industry	- Associations of teachers & administrators - DOE - DOL - Industry - Parents - Guidance counselors - Labor - Employers - WIB's/WIA - Industry suppliers - State DOE	- Pro-start culinary - Lodging management program (Hotel_ - Serve safe training - Instructional supplies - Equipment relocation to programs - Support from employer's and labor - Space - Promotion of programs - Financial/funding	- Teacher training - Parental support - Space - Cost - Education support - LACR of consistent and sustained funding - Policy issues (DOL vs. DOE & States) - Facility modifications	

Participants / Contributors:
Miriam Glover
Van Heffner
Fred Kramer
Mary Moorhouse

Solution Matrix – 2A

Overarching Issue: Training & Skill Needs

Sub-Issue: Improving Soft Skills of Workers

Solution: Convene industry leaders to review existing curricula recognized by national organizations based on industry standards in order to develop soft skill competency training.

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- Define soft skills as: Team work, problem solving, time management, business etiquette, resume writing, interviewing, oral and written communication - Create Industry task force to: - Validate soft skill competencies needed to establish industry standards - Perform current state analysis of existing soft skills curricula - Perform gap analysis between validated standards and existing soft skills curricula - Develop curriculum to fill the gaps for the agreed upon standards	- Lodging industry, food service, retail, entertainment, tourism industries - Educators as consultants which include educational institute and national restaurant assoc. foundation - WIB representatives - DOL/DOE - Homeland security policy group – immigration issues - ProStart & Lodging mgt program	- Personnel (Industry HR) - Technical consultants - Researchers - Curriculum developers - Technical support & information technology - Marketing & Public Relations - Company investments (Public & private) - Travel budgets - Support from DOL & DOE - JobCorps office of apprenticeship	- Cultural immigration - Cost public & private - Critical mass acceptance - Scope of industry	Need: Industry (Public/Private) champions

Participants / Contributors:
Miriam Glover
Van Heffner
Fred Kramer
Mary Moorhouse

Solution Matrix – 2B

Overarching Issue: Training & Skill Needs
Sub-Issue: Improving soft skills of workers
Solution: Create soft skills learning program for high school to leverage the agreed upon training curriculum developed by the industry task force to tailor performance levels to a high school population.

Critical Attributes (What attributes are needed for success?)	**Key Stakeholders** (Who are needed for success?)	**Resources** (Financial, Human, and Technical)	**Implementation Barriers**	**Additional Notes**
- AH&LA Educational Institute (AH&LA-EI), Natl. Rest. Assn. Ed. Foundation (NRAEF) & Lodging Management Program (LMP) review ProStart curriculum for inclusion of soft skills competencies identified by the task force - Enhance ProStart & LMP curriculum as needed and incorporate into existing programs (pilot with Fed & State funding) - Develop & implement marketing strategies within education, industry assoc., employers & workforce system - Make curriculum available to One Stop operators and community and faith based organizations. - Secure accreditation	- NH&LA-EI, NRAEF & LMP - State DOE's - Secondary education commission - Education commission of state - State technical education representatives - State & local WIBS - ProStart & LMP sites	- State DOE's - EI & EF - Corporations & associations - Companies providing ProStart internships - ProStart instructors - Industry related training leaders - JobCorps - OATELS - One Stops 1877 US 2 Jobs helpline	- Buy-in from education tech ed system - Reaching critical mass - Need accreditation	

Solution Matrix – 2C

Overarching Issue: Training & Skill Needs
Sub-Issue: Improving soft skills of workers
Solution: Develop management training programs for supervisors to train others (train the trainer)

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- Create methods to sustain and enhance soft skills for employees throughout the employees tenure/career (company culture) - Develop 'Train the Trainer' (TTT) modules based on previously validated standards and adapted to company's culture. - Distribute modules through associations networks - Conduct train the trainer web-based, cross industry tutorials for TTT	- NRAEF - AHLA-EI - Companies within the hospitality industry (lodging, restaurant, travel, tourism & retail) - Training developers	- NRAEF, NH&LA-EI - Industry personnel (HR) - Trainers - Continuing Education (AACC) - Workforce development - Existing websites	- Time - Cost - Personnel resources - Critical mass of acceptance - Generalized curricula vs. corporate culture - Delivery consistency	- Cultural opportunities - Freshening and updating train the trainer culture

Solution Matrix – 3A

Participants / Contributors:
Norma Brown
Nate Douty
Linda Gilberto
Carolyn Teich
Amy Young

Overarching Issue: Training & Skill Needs

Sub-Issue: Addressing language skills in the workplace

Solution: Develop a national ESL mentoring program

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
▪ Paid employment ▪ Offer release time to mentor ▪ Recognition for mentoring ▪ Training on how to mentor ▪ Include for all types of jobs ▪ Can target older adults ▪ Mentor doesn't need to be bilingual ▪ Structured mentoring: system to regulate & track ▪ Mentor as conversation partner and soft shell guide	▪ AARP ▪ National mentoring association ▪ Hospitality industry ▪ AHNLA ▪ CBO's and Faith-Based organizations to recruit mentors	▪ Marketing of program – tap public & private organizations such as AARP, COB's & community colleges ▪ Mentoring program guidelines – tap National Mentor group ▪ Schools (high school and community college) to manage mentoring program	▪ Lean operating staff ▪ Financial pressures ▪ Will employers see return on investment? ▪ Changing the industry culture of crisis management to commit time needed. ▪ Business needs to see this as 'mission critical' and not optional	

Participants / Contributors:
Norma Brown
Nate Douty
Linda Gilberto
Carolyn Teich
Amy Young

Solution Matrix – 3B

Overarching Issue: Training & Skill Needs

Sub-Issue: Addressing language skills in the workplace

Solution: Create employer incentives to provide ESL training

Critical Attributes (What attributes are needed for success?)	**Key Stakeholders** (Who are needed for success?)	**Resources** (Financial, Human, and Technical)	**Implementation Barriers**	**Additional Notes**
- Create a language translation resource center to translate common written hospitality documents (e.g. OSHA regs) as well as employer specific materials at low cost. - Tax credits to employers who give release time & training - Support policy of funding ESL in the workplace via state and federal agencies, private foundations - Design research that demonstrates return on investment for ESL training	- DOL & Internal Revenue - Hospitality employers - Chambers of Commerce	- Multicultural Advisory Council - Human Resource Council of American Hotel & Lodging Association - Multicultural food service & hospitality alliance - Community colleges - DOL & Internal Revenue - Hospitality employers - Chambers of Commerce - Research and language acquisition experts	- IRS - Slow nature of policy change	

Participants / Contributors:
Norma Brown
Nate Douty
Linda Gilberto
Carolyn Teich
Amy Young

Solution Matrix – 3C

Overarching Issue: Training & Skill Needs

Sub-Issue: Addressing language skills in the workplace

Solution: Create scalable and sustainable ESL training initiative geared around 'the language of the industry'

Critical Attributes (What attributes are needed for success?)	Key Stakeholders (Who are needed for success?)	Resources (Financial, Human, and Technical)	Implementation Barriers	Additional Notes
- Emphasis for entry-level workers should be on oral and reading skills - Address workers cultural diversity - Use multi-modal instructional tools as appropriate - Provide training site when appropriate - Adapt current ESL assessments to create an industry specific national certification process that tests competency at various levels - Pilot this training in a cross section of hospitality employers (e.g. various sizes, locations, types of service) - Create national conference for ESL trainers and hospitality industry representatives to showcase best practices and international best practices - Include on-site training and modules that could b learned at	- Educational Institute for American Hotel & Lodging - HR staff - One Steps - Community-based organizations - UniteHERE	- Champions from various parts of organizations (e.g. good student in HR) - Experts in ESL - Other similar projects such as Nevada Workers' DOL; on-site ESL at hotels - Chambers of Commerce - DOL resources (both funding & knowledge) - US DOE - WIB's/One Stop - TESOL - Partnerships between educators, employers, academic. - Society of Human Resources - ASTD - Council of Hotel Restaurant Trainers)	24/7 operationally make it difficult to allow instruction time - Cultural barriers (attitude that this is a job, not a career)	

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home ▪ Extend/expand to conversational language skills ▪ Include certificates of achievement as modules are completed ▪ Forge cooperation between Education Foundation of the National Restaurant Assoc & the Educational Institute of American Hotel and Lodging Institute ▪ Take minutes out of a day of work for training, building it up to a more formal training.			

Appendix C: 229 Solutions Generated at the Hospitality Industry Workforce Solutions Forum

Image and Outreach: Promote the range of job opportunities available and career ladders and lattices

1. Search our own industry for the best practices already out there. Many of these ideas are in action.

2. Businesses develop summer internship or school-year work study programs for high school students to expose them to varying jobs, sectors.

3. In many parts of our industry, people are prepared to run a business vs. 'pull a shift.' Cross Industry.

4. Within Industry promote a better understanding of the growing need to reach out both to minority customers and to highly skilled/able minority potential leaders.

5. Promote job opportunities…Make career ladder and lattice obvious through constant reinforcement. Develop posters and other materials that depict ladders and lattice. Place them conspicuously (employee lounge, website).

6. Identify different career opportunities that can come from "front line" positions such as, HR, Operations, District Mgrs, store planning and const., finance, systems dev.

7. On a local basis highlight success stories of employees moving from hourly to management positions.

8. Develop internal campaigns to highlight career paths of successful employees

9. Communicate the career ladder, especially if the 2nd step is much more attractive than the entry-level job.

10. Develop programs that reward skill acquisitions (both hard and soft skills). E.g., promotions based on defined set(s) or skills acquired. Hiring decisions based on specific measure. Skill sets.

11. Develop a career assessment that focuses solely on the hospitality industry. Assessment should focus on needed skills, dispositions, affinities and the transferability of such to different jobs and sectors.

12. Hospitality businesses/corporations offer scholarships/tuition remission and time off/flex scheduling for frontline workers (e.g. housekeeping, cook, desk clerk) to gain additional skills, education to move up the ladder.

13. Through community colleges, trade schools, and vocational programs, develop associate level or certificate level programs for post-secondary education.

14. With every employee, develop a career plan within the organization. Develop goals that include promotional goals, training plan (delineate between employers and employees responsibilities), etc.

15. Check in regularly, update, and keep up <u>your</u> (employers) end of the deal.

16. Create an interactive campaign where job seekers can list their likes, dislikes, hobbies, etc., and see what type of positions within the hospitality field would suit them to be successful and fulfilled. (Kiosks)

17. National and industry-wide campaigns highlighting the career opportunities within the industry that are outside the obvious e.g., attorney, accountant, RD, etc.

18. Educate at the HS and College levels all the career opportunities available in the Food and Hospitality Industry. Include groups such as Food manufacturing, [illegible], accounting, and advertising.

19. Create local partnerships with middle and high schools to have successful business people, from all walks of hospitality, speak in the classroom.

20. Market and promote testimonials from achievers who have moved up the ladder.

21. Create "hero" program feature stars in the industry so students say "I want to be like him/her."

22. Audience: Market the successful better than we do. There are millions of successful, enthusiastic, inspirational professionals in our industry. Develop a 'speakers Bureau' of people willing and able to tell their story.

23. Promote an educational assistance program to allow employees to move laterally or vertically within the organization. (Tuition Assistance).

24. Employers should cross train and post job opening opportunities. Employers should compensate for the education to benefit employee and employer. Goal setting.

25. Actively promote educational opportunities and support financially (educational reimburse). Develop "grow your own" program.

26. Promote from within to retain skilled employees. Provide internal training or reimbursement for training.

27. Provide hospitality industry employees with training and development of leadership and management skills such as, communication skills, couching, planning, time management.

28. Businesses should promote from within by developing internal promotion programs (e.g., management trainee programs; continuing education and training opportunities).

29. Develop How to or components of successful hiring, retention, promotion formulas. Manual, workbook, etc.

30. Value front line positions. Showcase value to company via newsletters/awards.

31. Partner with local AH & LA, NRA chapters for "Career Day" – invite high school/college students, but include broad, multi-language visibility for event. Do it in a hotel and a restaurant – tour to see what people do, learn about skills and opportunities.

32. Identify best practices of companies, organizations, and businesses that have the highest rates of:
    - recruitment
    - retention
    - reengagement
    - promotion
    - people of color and women
    - Post list in Diversity mags.
    - on-line
    - in Fed and local publications

33. More funds to state and local outreach organizations to maximize exposure to/of hard to please/job opportunities.

34. E-applications – internet job sites – Resume creations skills. Internet career boards – promotions.

35. Communicate the positions available: designers, sales people, financial managers, store managers.

Image and Outreach: Countering the negative stereotypes

36. Develop career ladders with others in your industry and communities.

37. Market to employers and the public.

38. Offer training.

39. Give scholarships.

40. Have hospitality industry companies "pool" their part-time employees in order to provide a level of health and dental benefits.

41. Create an "entering the workforce successfully" campaign where there is a consistent program, nationally, to incorporate key employability skills, such as interviewing, hygiene, basic math skills, guest service, etc. (driver's license).

42. Create additional incentive programs for employers to use to enhance retention, such as time-off, monetary rewards, and recognition for themselves as well as bringing on additional employees.

43. Partner hospitality businesses locally with Secondary Schools teaching hospitality curriculums to expose high school students with the wide range of successful career options available in the industry.

44. Substitute a national apprenticeship program combining schooling and practical experience in the hospitality fields and recognized industry credentials.

45. Develop or create training programs or apprenticeship programs to provide greater skills.

46. Focus on customer service skills as foundational skills that can be used in many industries.

47. Focus on the aspect of running a store or restaurant as your own business. Focus on the development of financial/P&L skills, management skills, and entrepreneurship.

48. Develop a national "branding" campaign to build a positive, attractive spin on being part of this industry.

49. Design and invest in a public education campaign to improve image and reputation of hospitality industry workers among general public (i.e., customers).

50. Develop program demonstrating/highlighting skills required by job. Example: housekeeping, critical thinking and communication skills required. Culinary – creativity, front desk – communication, working with people. Teamwork.

51. Investment by employer in training. Exposure to career opportunities. Job rotation for entry level employees. Career exploration.

52. Identify employees with interest and potential for advancement, and track them while exposing them to next-level responsibilities (supervisory).

53. Companies will fast-track mgrs./executives. In the same concept, career-track part-time employees. But front-line mgrs. would need to be trained and guided how to do this. Certify skills, transferable to other jobs/companies.

54. Communicate positive characteristics of the job/career, specifically countering negative stereotypes, rather than the job title. (i.e. opportunity to travel vs. sales position). (i.e. manage a multi-million dollar operation).

55. To fund research of best practices in the industry related to those individuals, organizations, and businesses that have proven strategies to counter negative stereotypes.

56. Partner with successful programs/purveyors of these programs.

57. Celebrate successes or successful initiatives through
    - awards/recognition
    - grants
    - incentives
    - tax brakes

58. Promote the economic value of the industry to local policymakers (i.e. sales tax revenues, jobs, economic multipliers, etc.) by being <u>active</u> participants on Workforce Boards and economic development boards.

59. Hospitality businesses/corporations offer current employees incentives to recruit, train, mentor family members, friends, and acquaintances.

60. Have hospitality industry leaders be role model for positive image within their organizations, i.e. walk the talk.

61. Target the customer – highlight outstanding workers, opportunities to people who visit.

62. Countering negative stereotypes by using your own employees who will promote the workplace to friends and families and customers. Facilitate employee loyalty. Adopt an internal organizational culture that places high value on its employees. Employees need to <u>feel</u> that they are your greatest asset.

63. Develop and implement supervisor training their focuses on their role to "serve" the employees that they supervise.

64. Train management to foster a positive work environment so employees feel valued.

65. Develop high school programs to encourage students to explore careers in the industry. Provide handouts brochures to take home to parents.

66. Develop industry/school relationships to promote knowledge re: careers available in the industry partner to hire students in area schools.

67. Program to introduce T&C's to various segments of industry – "Dine Around."

68. Partnership with Association members to attend meetings and events to gain exposure.

69. Partnership with company leaders to attend company events that create a "different" perspective.

70. Press release program to announce and celebrate successes in our industry. Local newspaper partnerships.

71. Local hospitality associations constantly highlight individuals moving from hourly to management positions.

72. Community involvement to create 'real people' instead of logos, e.g. Dave Thomas of Wendy's.

73. Create community service incentives for businesses to be more active, physically, within their community to enhance public image. Community projects with multi-level populations will provide exposure to the target market as well as the key personnel eligible to provide employee guidance.

74. For ETA to hire more people of color who are experts in the area of diversity who can maximize stereotype reduction.

75. Promote transferability of skills developed in hospitality industry – successful customer service ability is also need in retail, all areas of sales and marketing.

76. National ad campaign focused on high school/college students showcasing creative opportunities within industry. In Spanish (and other languages) to target non-English population, too. Include special resources for parents and guidance counselors addressing stereotypical concerns.

77. Develop incumbent worker training for language skills – conversational English.

78. English as a second language programs for adults. Industry specific – not simply conversational.

79. Provide language skills classes (ESL or the like) to foreign-speaking hospitality workers.

80. Highlight pay differential for shift work - educational benefits (if available) to work and go to school.

81. Turn negatives of industry's image into positives – "Odd Hours" can also provide opportunities to easily take advantage of educational opportunities offered between 9-5, which will lead to career advancement.

82. Distribute literature with hard facts about up side of the industry – to schools and within the hospitality/restaurant industry.

83. Hospitality/businesses/corporations to sponsor/partner with a high school or high schools. Activities may include Job Shadow days, workplace tours, career fairs, mentorship programs, and employability training. Target schools may include those in low-income communities.

84. Implement a job-shadowing program at various educational levels (elementary through college) to allow current and future labor to "see" what the hospitality industry is rather than the misperception currently in place due to lack of knowledge and experience with the field.

85. Establish a mentor program with upper elementary, middle, and high schools to educate students on career opportunities in the hospitality field.

86. Develop a mentoring program to attract talented youth using national PR.

87. For ETA to put grant dollars-supplement into atypical established community high school programs like the Bureau Excellence in Student Training (BEST) program out of the greater Phoenix CVB.

88. Create a national "dispelling this" program to counter negative image re: hours/low skill etc.

89. Design and invest in a national public education campaign that would contrast the identified negative stereotypes. Campaign would consist of media ads, print ads, and radio spots. Audiences would focus on youth, non-native English speakers, older adults, minorities. Campaign would be initiated by DOL or industry.

90. Public information: TV infomercials by celebrities in the industry stating their story/background and benefits of joining the industry.

91. Internal marketing: Shadow days with company leaders to learn what there is to learn and earn.

92. Treat even entry-level workers with a measure of respect so they know their work is valued and appreciated.

93. Promote and celebrate as a profession (nationally) – National Housekeepers Week?

94. Self-promotion of a good industry and how the world depends on it.

95. Create regional and national recognition programs to foster positive morale and pride in the hotel industry.

Recruitment and Retention: Targeting Untapped Labor Pools

96. Disability specific seed $ (partnered for SBA funding) for restaurant.

97. Identify untapped labor pools geographically.

98. Provide on the job training for unemployed and underemployed people.

99. Open houses to targeted untapped labor pools.

100. Targeted marketing to untapped pool – showcase opportunities and describe how to learn/get trained and who to contact!

101. Create a partnership with military to provide training for soldiers transitioning out of the military or new families moving into the community for dependents.

102. Employers must learn more about existing programs that the military provides for those who are retiring (military must market better).

103. Federal bonding program for ex-offenders create awareness.

104. Industry representative – make presentations to local workforce investment board.

105. Work closely with One-Stops who generally encounter people in these groups – provide specific job facts (duties, wages, benefits, room for growth) to allow individuals to make educated career decisions.

106. Use industry association for publicity – city proclamation, newspapers, etc. Get association on WIB.

107. Transportation services for individuals with limited mobility or those without reliable transportation or transportation support (incentives).

108. National examples that address industry clustering in regions/cities.

109. Job fairs with other agencies on a regular basis.

110. Participate in Business Leadership Network(s).

111. Interpretation or translation support and ESL opportunities for workers in need there of.

112. "VESL" Vocational English for employees and employers.

113. Produce hospitality industry intro-videos in language prevalent in the community, including content emphasizing that vocational-specific ESOL training will be provided as part of OJT training.

114. English as Second Language programs must be developed in an affordable and feasible manner.

115. Team up with other businesses or agencies for reasonable accommodations and benefits.

116. Government-funded benefits for part-time 'un-tapped' labor pools. Many cannot work full-tine, yet need health/medical benefits.

117. Sponsored (government?) programs to educate local hospitality managers on how to recruit and retain untapped labor pools.

118. Recruitment of "trailing spouses" in One-stops or head hunters/employment agencies.

119. Partner with local or national apartment associations to market the employment opportunities.

120. Create bridge (if it doesn't already exist) between industry and training programs in prisons. All prisons have some form of food service.

Recruitment and Retention: Expanding the Youth Labor Pool

121. Maintain a presence in associated programs and training through employee volunteerism or support of units being taught or student shadowing opportunities: program or class adoption.

122. Partner with counties and colleges (and high schools) to deliver: career information, individual assessments, and plan ed/training for career choice.

123. Develop partnerships with county and colleges and business
    - Personal, non-traditional assessment
    - Career info
    - Financial aid info
    - Basic skill/soft skills
    - Career training
    - Placements
    - Follow up for additional training

124. Blended funding.

125. Provide industry specific training in residential programs.

126. Create awareness of the industry earlier in the education process (middle school) and continue programs through high school for course credits.

127. Work for school credit programs (independent study, high school, community colleges, etc.).

128. Drive industry awareness high school program(s) already in place.

129. Visit high school campuses as a "guest speaker" to discuss the industry and its employment opportunities and career opportunities.

130. Industry-dedicated transportation subsidized by employers/public $.

131. Integrate "youth programs" into One Stop Centers.

132. Establish "part time" jobs to fulfill their current needs.

133. Involvement of local hospitality representatives in Individual Education Plan development and implementation.

134. Have different trips to different aspects of hospitality fields.

135. Tap into underemployed regions/cities.

136. Develop training center to build skills to place into company if certified.

137. Invest in scholarships for continuing education beyond high school.

138. Share success stories (industry member) with parents and career counselors – forum at national meetings.

139. Partner with fast food industry employers to recruit, hire, and train youth who have displayed <u>strong</u> soft and hard skills – allowing employment opportunities within food or lodging positions.

140. National advertising campaign to attract youth to industry (dovetails with image) – web site.

141. Focus part of recruitment strategy on transferable skills gained by working in hospitality.

142. Develop career fair concept for use in high schools and community colleges.

143. Career fairs coordinated among local industry representatives.

144. Focus on advertisement of a job fair targeting youth – emphasize positives of the industry ($ is the key – benefits translated into dollars).

145. Hold youth-school brainstorming sessions of their perceptions of business – learn more of their expectations/misconceptions.

Recruitment and Retention: Reducing Turnover

146. Expand on-the-job training opportunities to allow for growth and development.

147. Use funds through One-Stop to upgrade basic entry level employees – create new jobs as employees advance. Continue training after hire.

148. Use incentive programs available in One-Stop system for employees.

149. Earned income tax credit.

150. Integrate training curricula with images/examples of employees with disabilities – does not have to be disability related training.

151. Show off what is donated by industry – how community-involved industry really is.

152. Employee pride and sense of ownership.

153. Communicate to employees the importance of the industry to the economy of the region.

154. Establish national credit union to provide financial services benefits to active employees and retired employees with at least X years of continuous employment.

155. Increase awareness of programs that tie a person into a company i.e. 401K type programs. DOL could create a new plan to support longer term retention.

156. Incentives for staying position.

157. Provide low cost incentives.

158. Develop great incentive program for seniority:
   • Colored badges or stripes
   • Special parking
   • Employee of the month
   • Establish team family orientation
   • Give them a little love

159. Offer small incentives for passing milestones on the job. This is especially important with youth who need to receive praise – focus on positives.

160. Advertise all of the employment stories, career paths, and executive journeys from entry-level to board room.

161. Use general manager to tell stories at local training programs to show "ladder."

162. Create legacies to entice next generation of same family.

Recruitment and Retention: Miscellaneous

163. Testimonials form incumbent workers.

164. Provide education reimbursement.

165. Provide "FISH" training.

166. Keep employees informed.

167. Reward performance.

168. Encourage ideas.

169. "Industry-specific" development program for line staff to move to supervisory positions – federally funded? To include basic supervisory skills (ESL, communication, computer, leadership). Funded apprenticeship programs.

Training and Skill Needs: Improving "Soft Skills" of Entry-level Workers

170. Identify the common employability employer standards and fund a demonstration project that develops a work readiness certification in hospitality.

171. Create list of desired skills for use in job description.

172. Develop a peer mentor program model for new entry-level employees to model appropriate workplace skills (soft skills).

173. Create partnerships with community based organizations funded through the local workforce investment boards to develop skills training, which focus on professional behavior, accountability, problem solving, etc. The community based organization will deliver the training and certify the participants as "job ready" and refer them to the employers.

174. In workplace aspect of employee evaluation 90 days and increase as improve. Seminars, workshops, etc.

175. Create mandatory soft skills courses in the high school system.

176. Create national hospitality industry social skill standards.

177. Create training courses on social skills for new employees.

178. Treat social skills as an important part of a regular performance evaluation.

179. Create a national standard for soft skills training and a training program that starts in middle school, transfers to workforce and can be continued by employers – for a lifelong soft skills learning education.

180. Define clearly and consistently that which is acceptable and socially appropriate behavior as prerequisite part of the high school curriculum required for graduation or GED equivalent.

181. Develop 'soft skills' competency-based training with the Educational Institute and the National Ed Foundation collaborating on criteria. Allow multi-media approach – e-learning, meeting, mentors, etc. and reward completion based on the individual value system.

182. Soft skills mentoring by other workers.

183. Create a culturally relevant and sensitive skills program, based on standards that encompassed all qualities necessary to succeed in the hospitality industry.

184. Create a "national" culture skills program that teaches everybody soft skills and gives a "trail to understanding" to better <u>seek</u> <u>examine</u> <u>action</u>… "create your own <u>S.E.A.</u> of tranquility to better serve yourself and your company.

185. Create training programs to enhance soft skills through lifestyle focus groups with total cultural and community diversity and acceptance. An international flavor of values in training programs shall be assimilated to enhance cultural understandings.

Training and Skill Needs: Developing Consistent Training Models and Skill Certifications

186. Develop cross industry models of career lattices to show workers options for careers in broader service industry. Provide (WIA) system and other frontline worker and supervisor training systems with this data (including schools). Work with retail, and finance industry to build these models to lead to greater retention.

187. Review existing skill standards that were already developed for this industry. Verify with all sectors/industry.

188. Develop "portable" national certification.

189. Convene work groups consisting of hospitality stakeholders to identify the minimum skills required for the industry and build a framework by which curriculum and certifications can be recognized.

190. Create a National Hospitality Industry Council (Steering committee) that develops nationally-recognized <u>skill standards</u> for entry-level, mid-level, and senior level workers.

191. Since childcare and 24/7 operations often conflict, house learning labs and childcare solutions in commingled facility. These learning labs would focus on the common soft skills and computer competencies.

192. Create nationally recognized certification for various career levels or key skill sets e.g., customer service, industry technology.

193. Create identifiable career pathways specific training for specific jobs prior to hiring – apprentice programs done in house for new hires with identifiable career ladder pathways – (Train to be a housekeeper then train to be a cook) – Offer training bilingually establish standards to move to a higher level – (DOL Apprentice Certification).

194. Develop incumbent worker language assessment testing – offer various levels of ESL instruction and accent reduction classes for employability.

195. Develop career ladder/lattice check list with promotion opportunity for achieving measurable skills.

196. Create customizable, national work-based learning partnership programs offering individual learning plans (ILPs), allowing incumbent and entry-level employees opportunities for advancement based on completing competency-based credentialing.

197. Revamp Bureau of Apprenticeship guidelines to effectively create an apprenticeship curriculum/program for hospitality in the classifications that are commonly recognized by the industry.

198. Create training program in basic hospitality skills (core competencies) that can be used by local job organizations for entry-level workers.

199. Review existing training models.

200. Identify best practices.

201. Identify the skills and competencies delivered by these models.

202. Verify with businesses and labor these are the needed skills and competencies required.

203. Engage industry association (not seen as representing businesses, i.e., owners, bosses, but the discipline/industry) and develop a certification/test based on these skills/competencies.

204. Administer certification/testing similar to the way Health Care or FAA or ASE does, with miscellaneous certification. This is seen as an independent verification of the entry-level (?) skill requirements – and it would be portable.

205. National certification body.

206. Skills loop back to certification.

207. Create basic management certification program for use in community colleges, addressing management core competencies.

208. Recognize legitimate certification programs that exist and identify the common skill sets currently that could be certified on a regional/national basis that would be recognized by hospitality employers and other key stakeholders in the industry.

209. Create a training program using national skill standards for the industry positions – training for multiple skills – creating an immediate cross-skilled workforce capable of entering the industry in multiple areas – program would carry industry recognized certifications at the entry level. Curriculum could be taught at multiple levels.

210. Create a universal box model of competency TEST (Train Execution Solution Train) for every level that assigns a graded competency level, i.e., Emp A.1 Dish Machine Operator, Emp A.2 Pantry Skills, etc.

211. Create a national, standardized skills certification program that incorporates training models at all levels in order to make the hospitality industry an industry of excellence for guests and choice for employees.

Training and Skill Needs: Addressing Language Skills

212. Build on the job e-learning program for incumbent workers.

213. Have core common and critical workplace issues, safety, employment policy available in an e-learning (technology assisted) multilingual platform to be tested for industry competency and understanding.

214. Build glossary of industry terminology for all training providers in the public workforce and education system to incorporate into technical education for new, incumbent, and dislocated/transitioning workers.

215. Integrate English in skills development courses.

216. Competency in English language arts should be demonstrated through a high school proficiency exam as part of the requirements for obtaining a high school diploma.

217. Develop flashcard/pictures of key necessary words – i.e., safety issues.

218. Develop non-credit curriculum for entry-level staff that combines skills training (including soft skills) and vocational ESL customized to each industry. Use retail skills training as a model.

219. Implement ESL directly related to the job responsibilities. Both the National Restaurant Association Educational Foundation and the American Hotel and Lodging Association Educational Institute have or can develop such programs.

220. A program that allows a 360º turnover by "easy methods" approach…. Take minutes a day to train…gears in on soft skills and builds up to formal training outside workplace. Awards of excellence for varying levels. Taught by on-site manager.

221. Create a training program to teach employees the "language of the industry," – this program should include on-site training and models that could be learned at home. Later models could be expanded to conversational speaking. Certification and achievement at different levels could be issued.

222. Workplace mentor to work with non-English speaker.

223. Create national program to recruit those age 55 and over (in conjunction with organizations such as AARP) for positions as worker/mentors. Assign these people's work time to assist immigrant co-workers as language/conversation partner and soft skills role model.

224. Maintain/expand funding for existing vocational English grantees for hospitality to fully and comprehensively evaluate effectiveness and outcomes.

225. English at workplace – offer financial incentives for employer participation!

226. Offer job specific ESL training program.

227. Provide tax credits to employers who will give employees release time on a weekly basis to attend contextualized (industry specific) language classes on site provided by recognized training provider. DOL/DOE pays for instruction.

228. Create a scalable and sustainable hospitality specific ESL initiative that combines best practices English language learning and incorporates both workplace and life skills – while addressing the worker's cultural condition.

229. Create and implement a national VOE-ESL curriculum that certifies completers. Encourage employers to provide incentives to those who complete and are certified.